

SERIAL 03130 - R CONSULTING SERVICES-MANAGING FOR RESULTS (MFR)

CONTRACT PERIOD THROUGH JANUARY 31, 2005

TO: All Departments

FROM: Department of Materials Management

SUBJECT: Contract for **CONSULTING SERVICES-MANAGING FOR RESULTS (MFR)**
(NIGP 91875)

Attached to this letter is published an effective purchasing contract for products and/or services to be supplied to Maricopa County activities as awarded by Maricopa County on **January 07, 2004**.

All purchases of products and/or services listed on the attached pages of this letter are to be obtained from the vendor holding the contract. Individuals are responsible to the vendor for purchases made outside of contracts. The contract period is indicated above.

Wes Baysinger, Director
Materials Management

WT/mm
Attach

Copy to: Clerk of the Board
Brain Hushek, OMB
Don Colvin, OMB
Sharon Tohtsoni, Materials Management



CONTRACT FOR SERVICES PURSUANT TO RFP CONSULTING SERVICES-MANAGING FOR RESULTS

SERIAL 03130-RFP

This Contract is entered into this 7th day of January, 2004 by and between Maricopa County ("County"), a political subdivision of the State of Arizona, and Carla Carter & Associates, Inc., an Arizona Corporation ("Contractor") for the purchase of Managing For Results (MFR) consulting services.

1.0 TERM

- 1.1 This Contract is for a term of one (1) year, beginning on the 7th day of January, 2004 and ending the 31st day of January, 2005.

2.0 PAYMENT

- 2.1 As consideration for performance of the duties described herein, County shall pay Contractor in accordance with the proposed pricing, attached hereto and incorporated herein as Exhibit "A." Payment shall be made upon delivery and acceptance of deliverables as set forth in the Best and Final Offer.
- 2.2 Payment under this Contract shall be made in the manner provided by law. Invoices shall be prepared and submitted in accordance with the instructions provided on the purchase order. Invoices shall contain the following information: contract number, purchase order number, task/item number, description of services, hours expended per task by category and associated hourly rates.

3.0 DUTIES

- 3.1 The Contractor shall perform all duties stated in the Agreed Scope of Work, attached hereto and incorporated herein as Exhibit "B."
- 3.2 Contractor shall perform services at the location(s) and time(s) stated in Exhibit "B," or in the purchase order requesting such services.
- 3.3 During the Contract term, County shall provide Contractor's personnel with adequate workspace for Consultants and such other related facilities as may be required by Contractor to carry out its contractual obligations.

4.0 TERMS & CONDITIONS

4.1 INDEMNIFICATION AND INSURANCE:

4.1.1 INDEMNIFICATION

To the fullest extent permitted by law, Contractor shall defend, indemnify, and hold harmless the County, its agents, representatives, officers, directors, officials, and

employees from and against all claims, damages, losses and expenses, including but not limited to attorney fees and costs, relating to this Contract.

The amount and type of insurance coverage requirements set forth herein will in no way be construed as limiting the scope of the indemnity in this paragraph.

4.1.2 **Abrogation of Arizona Revised Statutes Section 34-226:**

In the event that A.R.S. § 34-226 shall be repealed or held unconstitutional or otherwise invalid by a court of competent jurisdiction, then to the fullest extent permitted by law, **CONTRACTOR** shall defend, indemnify and hold harmless **COUNTY**, its agents, representatives, officers, directors, officials and employees from and against all claims, damages, losses and expenses (including but not limited to attorney fees, court costs, and the cost of appellate proceedings), relating to, arising out of, or resulting from **CONTRACTOR'S** work or services. **CONTRACTOR'S** duty to defend, indemnify and hold harmless, **COUNTY**, its agents, representatives, officers, directors, officials and employees shall arise in connection with any claim, damage, loss or expense that is attributable to bodily injury, sickness, disease, death, injury to, impairment or destruction of property including loss of use resulting therefrom, caused in whole or in part by any act or omission of **CONTRACTOR**, anyone **CONTRACTOR** directly or indirectly employs or anyone for whose acts **CONTRACTOR** may be liable, regardless of whether it is caused in part by a party indemnified hereunder, including **COUNTY**.

The scope of this indemnification does not extend to the sole negligence of **COUNTY**.

4.1.3 **Insurance Requirements.**

CONTRACTOR, at **CONTRACTOR'S** own expense, shall purchase and maintain the herein stipulated minimum insurance from a company or companies duly licensed by the State of Arizona and possessing a current A.M. Best, Inc. rating of B++6. In lieu of State of Arizona licensing, the stipulated insurance may be purchased from a company or companies, which are authorized to do business in the State of Arizona, provided that said insurance companies, meet the approval of **COUNTY**. The form of any insurance policies and forms must be acceptable to **COUNTY**.

All insurance required herein shall be maintained in full force and effect until all work or service required to be performed under the terms of the Contract is satisfactorily completed and formally accepted. Failure to do so may, at the sole discretion of **COUNTY**, constitute a material breach of this Contract.

CONTRACTOR'S insurance shall be primary insurance as respects **COUNTY**, and any insurance or self-insurance maintained by **COUNTY** shall not contribute to it.

Any failure to comply with the claim reporting provisions of the insurance policies or any breach of an insurance policy warranty shall not affect coverage afforded under the insurance policies to protect **COUNTY**.

The insurance policies may provide coverage, which contains deductibles or self-insured retentions. Such deductible and/or self-insured retentions shall not be applicable with respect to the coverage provided to **COUNTY** under such policies. **CONTRACTOR** shall be solely responsible for the deductible and/or self-insured retention and **COUNTY**, at its option, may require **CONTRACTOR** to secure payment of such deductibles or self-insured retentions by a surety bond or an irrevocable and unconditional letter of credit.

COUNTY reserves the right to request and to receive, within 10 working days, certified copies of any or all of the herein required insurance policies and/or endorsements. **COUNTY** shall not be obligated, however, to review such policies and/or endorsements or to advise **CONTRACTOR** of any deficiencies in such policies and endorsements, and

such receipt shall not relieve **CONTRACTOR** from, or be deemed a waiver of **COUNTY'S** right to insist on strict fulfillment of **CONTRACTOR'S** obligations under this Contract.

The insurance policies required by this Contract, except Workers' Compensation, shall name **COUNTY**, its agents, representatives, officers, directors, officials and employees as Additional Insureds.

The policies required hereunder, except Workers' Compensation, shall contain a waiver of transfer of rights of recovery (subrogation) against **COUNTY**, its agents, representatives, officers, directors, officials and employees for any claims arising out of **CONTRACTOR'S** work or service.

4.1.3.1 Commercial General Liability. **CONTRACTOR** shall maintain Commercial General Liability Insurance (CGL) and, if necessary, Commercial Umbrella Insurance with a limit of not less than \$1,000,000 for each occurrence with a \$2,000,000 Products/Completed Operations Aggregate and a \$2,000,000 General Aggregate Limit. The policy shall include coverage for bodily injury, broad form property damage, personal injury, products and completed operations and blanket contractual coverage including, but not limited to, the liability assumed under the indemnification provisions of this Contract which coverage will be at least as broad as Insurance Service Office, Inc. Policy Form CG 00 01 10 93 or any replacements thereof. There shall be no endorsement or modification of the CGL limiting the scope of coverage for liability arising from explosion, collapse, or underground property damage.

The policy shall contain a severability of interest provision, and shall not contain a sunset provision or commutation clause, or any provision, which would serve to limit third party action over claims.

The CGL and the commercial umbrella coverage, if any, additional insured endorsement shall be at least as broad as the Insurance Service Office, Inc.'s Additional Insured, Form CG 20 10 10 01, and shall include coverage for **CONTRACTOR'S** operations and products.

4.1.3.2 Automobile Liability. **CONTRACTOR** shall maintain Automobile Liability Insurance and, if necessary, Commercial Umbrella Insurance with a combined single limit for bodily injury and property damage of no less than \$1,000,000, each occurrence, with respect to **CONTRACTOR'S** vehicles (including owned, hired, non-owned), assigned to or used in the performance of this Contract. If hazardous substances, materials, or wastes are to be transported, MCS 90 endorsement shall be included and \$5,000,000 per accident limits for bodily injury and property damage shall apply.

4.1.3.3 Workers' Compensation. **CONTRACTOR** shall carry Workers' Compensation insurance to cover obligations imposed by federal and state statutes having jurisdiction of **CONTRACTOR'S** employees engaged in the performance of the work or services, as well as Employer's Liability insurance of not less than \$100,000 for each accident, \$100,000 disease for each employee, and \$500,000 disease policy limit.

CONTRACTOR waives all rights against **COUNTY** and its agents, officers, directors and employees for recovery of damages to the extent these damages are covered by the Workers' Compensation and Employer's Liability or commercial umbrella liability insurance obtained by **CONTRACTOR** pursuant to this agreement.

In case any work is subcontracted, **CONTRACTOR** will require the Subcontractor to provide Workers' Compensation and Employer's Liability insurance to at least the same extent as required of **CONTRACTOR**.

4.1.4 Certificates of Insurance.

4.1.4.1 Prior to commencing work or services under this Contract, Contractor shall furnish the County with certificates of insurance, or formal endorsements as required by the Contract in the form provided by the County, issued by Contractor's insurer(s), as evidence that policies providing the required coverage, conditions and limits required by this Contract are in full force and effect. Such certificates shall identify this contract number and title.

If a policy does expire during the life of the Contract, a renewal certificate must be sent to **COUNTY** fifteen (15) days prior to the expiration date.

4.1.4.2 Cancellation and Expiration Notice.

Insurance required herein shall not be permitted to expire, be canceled, or materially changed without thirty (30) days prior written notice to the County.

4.1 PROCUREMENT CARD ORDERING CAPABILITY:

It is the intent of Maricopa County to utilize the Bank of America MasterCard Procurement Card, or other procurement card that may be used by the County from time to time, to place and make payment for orders under the Contract.

4.2 INTERNET ORDERING CAPABILITY:

It is the intent of Maricopa County at its option to utilize the Internet to place orders under this Contract.

4.3 NOTICES:

All notices given pursuant to the terms of this Contract shall be addressed to:

For County:

Maricopa County
Department of Materials Management
Attn: Director of Purchasing
320 West Lincoln Street
Phoenix, Arizona

For Contractor:

Carla Carter
6036 East Mountain View Road
Scottsdale, AZ 85253

4.4 REQUIREMENTS CONTRACT:

Contractor signifies its understanding and agreement by signing this document, that this Contract is a requirements contract. This Contract does not guarantee any purchases will be made. Orders will only be placed when County identifies a need and issues a purchase order.

Contractor shall take no action under this Contract unless specifically requested by County, which shall submit a written purchase order to Contractor requesting that work be performed or product be delivered.

County reserves the right to cancel purchase orders within a reasonable period of time after issuance. Should a purchase order be canceled, the County agrees to reimburse the Contractor for actual and documented costs incurred by the Contractor pursuant to the purchase order. The County will not reimburse the Contractor for any costs incurred after receipt of cancellation, or for lost profits, or shipment of product or performance of services prior to issuance of a purchase order.

Contractor agrees to accept verbal cancellation of purchase orders.

4.5 ESCALATION:

Any requests for reasonable price adjustments must be submitted thirty (30) days prior to the Contract expiration date. Requests for adjustment in cost of labor and/or materials must be supported by appropriate documentation. If County agrees to the adjusted price terms, County shall issue written approval of the change. The reasonableness of the request will be determined by comparing the request with the Producer Price Index or by performing a market survey.

4.6 TERMINATION:

County may unconditionally terminate this Contract for convenience by providing thirty (30) calendar days advance notice to the Contractor.

County may terminate this Contract if Contractor fails to pay any charge when due or fails to perform or observe any other material term or condition of the Contract, and such failure continues for more than ten (10) days after receipt of written notice of such failure from County, or if Contractor becomes insolvent or generally fails to pay its debts as they mature.

4.7 STATUTORY RIGHT OF CANCELLATION FOR CONFLICT OF INTEREST:

Notice is given that pursuant to A.R.S. § 38-511 the County may cancel this Contract without penalty or further obligation within three years after execution of the contract, if any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the County is at any time while the Contract or any extension of the Contract is in effect, an employee or agent of any other party to the Contract in any capacity or Consultant to any other party of the Contract with respect to the subject matter of the Contract. Additionally, pursuant to A.R.S § 38-511 the County may recoup any fee or commission paid or due to any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the County from any other party to the contract arising as the result of the Contract.

4.8 OFFSET FOR DAMAGES;

In addition to all other remedies at law or equity, the County may offset from any money due to the Contractor any amounts Contractor owes to the County for damages resulting from breach or deficiencies in performance under this contract.

4.9 ADDITIONS/DELETIONS OF SERVICE:

The County reserves the right to add and/or delete products and/or services provided under this Contract. If a requirement is deleted, payment to the Contractor will be reduced proportionately to the amount of service reduced in accordance with the proposal price. If additional services and/or products are required from this Contract, prices for such additions will be negotiated between the Contractor and the County.

4.10 SUBCONTRACTING:

The Contractor may not assign this Contract or subcontract to another party for performance of the terms and conditions hereof without the written consent of the County, which shall not be

unreasonably withheld. All correspondence authorizing subcontracting must reference the Proposal Serial Number and identify the job project.

4.11 AMENDMENTS:

All amendments to this Contract must be in writing and signed by both parties.

4.12 RETENTION OF RECORDS:

The Contractor agrees to retain all financial books, records, and other documents relevant to this Contract for five (5) years after final payment or until after the resolution of any audit questions which could be more than five (5) years, whichever is longer. The County, Federal or State auditors and any other persons duly authorized by the Department shall have full access to, and the right to examine, copy and make use of, any and all said materials.

If the Contractor's books, records and other documents relevant to this Contract are not sufficient to support and document that requested services were provided, the Contractor shall reimburse Maricopa County for the services not so adequately supported and documented.

4.13 AUDIT DISALLOWANCES:

If at any time County determines that a cost for which payment has been made is a disallowed cost, such as overpayment, County shall notify the Contractor in writing of the disallowance. County shall also state the means of correction, which may be but shall not be limited to adjustment of any future claim submitted by the Contractor by the amount of the disallowance, or to require repayment of the disallowed amount by the Contractor.

4.14 VALIDITY:

The invalidity, in whole or in part, of any provision of the Contract shall not void or affect the validity of any other provision of this Contract.

4.15 RIGHTS IN DATA:

The County shall have the use of data and reports resulting from this Contract without additional cost or other restriction except as provided by law. Each party shall supply to the other party, upon request, any available information that is relevant to this Contract and to the performance hereunder.

4.16 INTEGRATION

This Contract represents the entire and integrated agreement between the parties and supersedes all prior negotiations, proposals, proposals, communications, understandings, representations, or agreements, whether oral or written, express or implied.

IN WITNESS WHEREOF, this Contract is executed on the date set forth above.

CONTRACTOR

AUTHORIZED SIGNATURE

PRINTED NAME AND TITLE

ADDRESS

DATE

MARICOPA COUNTY

BY: _____
DIRECTOR, MATERIALS MANAGEMENT

DATE

BY: _____
CHAIRMAN, BOARD OF SUPERVISORS

DATE

ATTESTED:

CLERK OF THE BOARD

DATE

APPROVED AS TO FORM:

MARICOPA COUNTY ATTORNEY

DATE

EXHIBIT A

03130-RFP-CONSULTING SERVICES-MANAGING FOR RESULTS (MFR)

PRICING

SERIAL 03130-RFP

PRICING SHEET P089504/B0600823/NIGP91875

Bidder Name: Carla Carter & Associates, Inc.
 FID / VENDOR #: 88-0282052
 Bidder Address: 6036 East Mountain View Road, Scottsdale, 85253
 PO Address: N/A
 Bidder Phone: 480-922-0043
 Bidder Fax: 480-922-0180
 Company Website: www.ChangeExcellence.com
 Company Contact: Carla C. Carter, President
 Email Address: CarlaCarter@ChangeExcellence.com

Other government agencies may use this contract? Yes

PAYMENT TERMS: **BIDDER IS REQUIRED** TO CHOOSE ONE OF THE FOLLOWING: TERMS WILL BE CONSIDERED IN DETERMINING LOW BID. FAILURE TO CHOOSE A TERM WILL RESULT IN A DEFAULT TO NET 30. BIDDER MUST INITIAL THE SELECTION BELOW.

NET 10	_____
NET 15	_____
NET 20	_____
NET 30	_____
NET 45	_____
NET 60	_____
NET 90	_____
2% 10 DAYS NET 30	_____
1% 10 DAYS NET 30	✓ _____
2% 30 DAYS NET 31	_____
1% 30 DAYS NET 31	_____
5% 30 DAYS NET 31	_____

PRICING:

ITEM DESCRIPTION

1.0 PROJECT COST

1.1 Not to Exceed \$ 150,000.00 *

2.0 CONSULTING STAFF

2.1 Project Manager	\$ 215.00	/HOUR
2.1 Senior Consultant	\$ 200.00	/HOUR
2.2 Consultant	\$ 180.00	/HOUR
2.3 Associate Consultant	\$ N/A	/HOUR
2.4 Clerical	\$ 26.50	/HOUR

3.0 TRAVEL EXPENSES

Travel expenses will be in accordance with the County's travel policy and must be authorized in advance by Maricopa County.

4.0 OTHER EXPENSES

Desktop Publishing \$40.00 /hour

Report production, duplication, and other miscellaneous expenses will be reimbursed at cost and must be approved in advance by Maricopa County.

* We have assumed that we will need to work with no more than 20 groupings and we will not charge a project manager fee rate in order to keep the price as low as possible.

EXHIBIT B

03130-RFP-CONSULTING SERVICES-MANAGING FOR RESULTS (MFR)

SCOPE OF WORK

Project Background

Maricopa County is the fifth largest populated county in the United States. The County consists of 56 departments, 15,000 plus employees and an annual budget in excess of \$2.5B. Maricopa County has implemented a Managing for Results system that provides the foundation for a highly integrated management system focused on results for customers. This system includes the systematic creation of Strategic Goals, for each Department, that link directly to programs throughout Maricopa County. Each Department has developed and validated measures to track performance, support operational improvement, and inform resource allocation decisions; and, communicate goals and progress to both employees and the public.

Maricopa County has committed to measure and publicize the overall effectiveness of the MFR system by measuring the results of grouped categories within the County, i.e., Public Works, Planning and Zoning, Public Health, Criminal Justice-Adult, Criminal Justice-Juvenile, Indigent Services, Human Services, etc. This will require the development of higher level Countywide measures that aggregate measures from multiple departments within those category groups and also aggregate key administrative functions such as, use of technology, equipment services, risk management, human resources and accomplishments with MFR, specifically applied to the grouped categories. In addition, the results of these high level measures need to be conveyed to executive management, department directors and the public by means of a consistent, straightforward and informative format.

1.0 SCOPE OF WORK

1.1 Task 1. Project Kickoff

Consultant will meet with selected representatives from Maricopa County Office of Management and Budget (OMB) to clarify project roles and outcomes. Project schedules and deliverables will be identified and confirmed by both parties.

This meeting will involve a thorough discussion of the scope of work in relation to the County's expectations about time and work required with internal County resources, department management, and other department representatives, especially to effectively define administrative functions and results measures. From this meeting Consultant will provide a more detailed work plan, schedule, and deliverables.

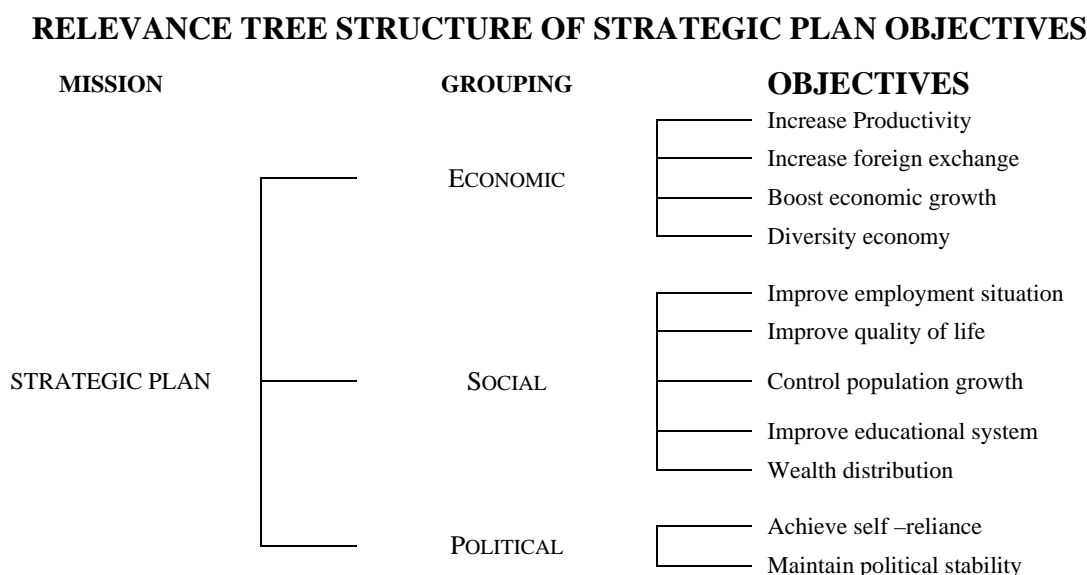
1.2 Task 2. Review Current Metrics

Consultant will perform a review of the current status of the Maricopa County MFR program and selected department measures. This will allow Consultant to assess the importance and performance of the services/products being delivered. The review will begin with analysis of identified department strategic plans. Consultant will review the basic formulas being used for current metrics to determine sufficiency, efficacy and impact. If the formulas are not easily available, logic will be used to assess for sufficiency and impact only.

1.3 Task 3. Validate Current Metrics Effectiveness

Not all measures are linked to strategic direction. Some are linked to the day-to-day production demands that result in the products and services important to customers. It is important to understand what the department or function considers most important in terms of its products/services. Consultant will contact department officials as needed to determine if the important products/services and customer requirements are being addressed. The relevance tree method will be used to link the current measures with the department's plan.

Figure 1. The objectives are validated against plan and appropriate grouping. In this example, unlike the organizational groupings defined by Maricopa County, they are grouped into economic, social, and political objectives.



This will conclude an assessment of “the state of the County” with regards to its conformance with its strategic plan, day-to-day operational demands, data reliability, and the Strategic Fitness Criteria and Expectations.

Note: A preliminary review performed by the Consultant indicated there are a series of key administrative functions being measured, within groupings and as separate functions. These include use of technology, equipment services, risk management, human resources, accomplishments with MFR, and others. During the review of the plans for each department and function, the Consultant will prepare a matrix, which highlights the departments and functions, the variety of administrative functions, and where they are now in practice.

1.4 Task 4. Identify Gaps In The Current Measures/System

Consultant will formally identify any gaps found in the measures or in the measurement system of the department or function, including the administrative functions. These gaps will be reported in the final report, as appropriate. These gaps will be shared with management/or the department contact at a minimum to offer improvement opportunities for the next cycle.

1.5 Task 5. Recommend Categories/High level Measures for Departments/Functions

Consultant will recommend categories of measures for the department or function, including the administrative functions. Keeping in mind that the non-administrative functions will roll-up to the groupings, there will be a set of categories that are a baseline for use as the project begins. These will be discussed with the project sponsor and key stakeholders at the onset of the project. These categories will be tested and evolve into a final group of recommendations as the Consultant gains further insight into the organization through the steps above.

Typical categories of measures include:

- Service delivery (from cycle time to % approved, etc.)
- Financial measures
- Productivity measures
- Quality measures

Consultant will determine the vital few measures for each department/function. This will occur through the initial measurement analysis of departments and groups, once the relevance assessment is completed. If the Consultant finds a great deal of inconsistency in regard to how (and even whether) departments prioritize what is most important, the Consultant will recommend a consistent approach that will benefit the County.

1.6 Task 6. Select the High Level Measures for Each Grouping

Once the department/function high level measures are identified, the grouping will be determined and a session with the leaders in each group will be held to gain their input into the high level, high priority measures for the group itself. In so doing, they create a truly sound basis for selecting the vital few measures for the functions, while eliminating the less critical ones.

Consultant will use a format like the example that follows to select the criteria to identify and narrow the measures to determine the vital few.

CRITICAL SUCCESS FACTORS						
Measures						Total
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						

7 = Strong relationship 4 = Moderate relationship 1 = Weak relationship

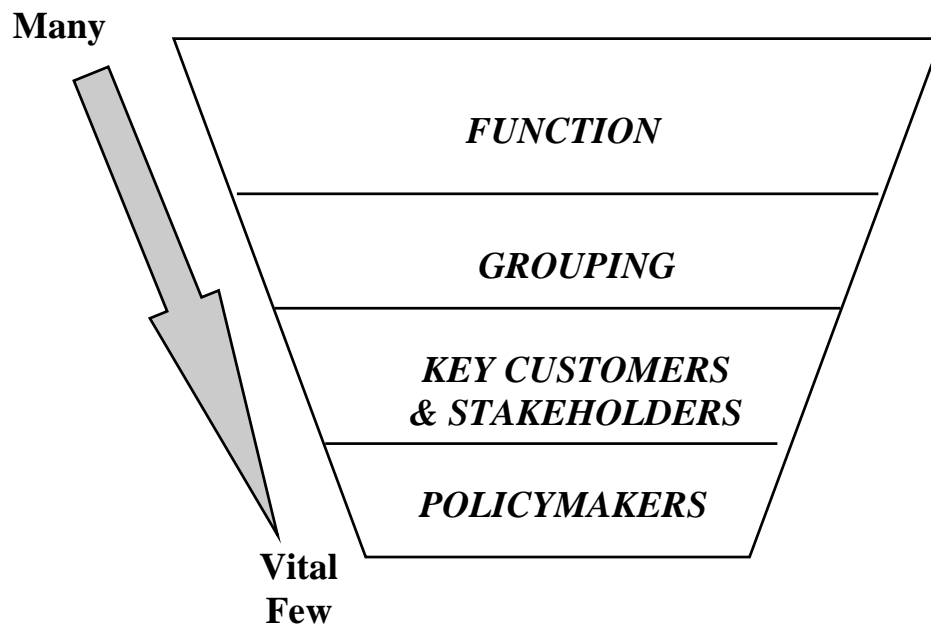
Placing weights on the measures (or on the entire measurement category), which correspond to the **importance** of the critical success factors, offers another level of prioritization if it is needed, that identifies the high level measures.

This assessment can add greatly to the organization's success by enhancing everyone's understanding about not only what is important, but also how the measures relate to one another. This helps in decision-making at all levels. It facilitates the organization's ability to develop a sound index of measures that can become a critical management tool by resulting in one numerical indicator that expresses progress over time.

During this task, the Consultant will identify the high level measures of overall countywide performance and meet with County managers of each function to develop consensus about recommendations.

1.7 Task 7. Assess Across Various Groupings

During Task 5, the Consultant will also analyze the measures being reviewed within functions to begin the identification of those high level measures, which apply across the grouping and align with key objectives of the organization. It is likely that there will be many measures to consider as one moves from the function to the overall grouping. So, too, as the measures move to broader audiences, such as stakeholders and eventually, the policymakers and the public. The hierarchy of stakeholders is important to clarify. A sample of a hierarchy developed in another public sector client organization, adapted to fit Maricopa County, helps to describe this process.



The approach to gain buy-in for the final recommendations will include a one-day large scale meeting of the various groups where they will have a final opportunity to rank the remaining measures into a final set of the “vital few”. After the information is synthesized from this meeting, a series of short meetings will be held as needed to gain final buy-in and approval of the measures that will be offered for each group.

Consultant will plan and facilitate a meeting with a group of senior managers to identify and weigh high level measures applicable to administrative functions. The Consultant has used this approach in a number of other projects, and find it to be a efficient way to engage managers in the identification and weighing, and to gain consensus among them about the results of the discussions.

1.8 Task 8. Present Each Grouping's High Level Measures

Consultant will prepare and carry out a presentation to managers in each grouping with the list of suggested high level measures of overall countywide performance, and administrative functions. As needed, the Consultant will incorporate feedback from this presentation to develop a final report of measures to be employed in each group.

1.9 Task 9. Develop a Quarterly and Annual report template

Reporting methodologies today demand consideration of several key factors, which the Consultant will incorporate into a template for this project:

- The template will take into account the purposes for which the measurement information is to be used (see the discussion above about "uses")
- It will include graphics and other devices to facilitate ease of understanding of the information
- It will be designed to employ more than one presentation mode, in order that the information can be used both internally and externally with customers and stakeholders.
- It will be designed to be accessible and usable by people with a variety of levels of skill in both understanding the content and presenting the information to others.
- It will facilitate presentation of measures on a quarterly basis, and efficient method for rolling up that data into an annual report.

Consultant will incorporate the criteria above and others, which may be important to the County into a product that meets the specific needs of this project.

Tracking and monitoring systems must fulfill certain purposes. A sound system must:

- Show movement toward expected results
 - Milestones from action plans
 - Review against performance targets
- Provide opportunity to take corrective action
- Provide recognition and celebration opportunities

The template will be operable on MS Office-Word, and Excel, and can be placed on PowerPoint slides for presentations. It will include tables that identify the goals and objectives to which the specific measure is linked. It will also show whether the target is being achieved, or is on schedule to be achieved. It will clearly define the grouping and the category of measure to which it is linked. A brief sample of the template key areas follows:

Example of possible tracking document/template headings
Goal #1. To ensure retention of organization talent.

ID# /Measure	Objective Linkage	Current Performance	Comments	Responsible Party
#1. # and name of first “vital few” measures	Objective stated in measurable terms	Performance results	Key information needed to support or explain prior column	Function or group responsible for the results

Example:

1B. % of turnover within the first year of hire	<10% turnover w/in the first year of hire	25% turnover in the immediate past fiscal year	Need data about reasons for turnover that will aid in sound preventive steps to improve results	Human Resources
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1.10 Task 10. Present Final Report

Consultant will make presentations focusing on the final results of the overall project to selected Maricopa County Administrative personnel as well as designated department managers. Presentations will be coordinated by the contract administrator as to time and place.

1.11 Task 11. Provide Consulting Services on an As-Need Basis

Consultant will be available to provide consulting services on an as-needed basis in furtherance of the goals of this project.

2.0 TIMELINE AGAINST TASKS

<i>Task</i>	<i>Task Description</i>	<i>Start Date</i>	<i>End Date</i>	<i>2004</i>					
				<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>
1.	Project Kickoff	1-15	2-1	■					
2.	Review Current Metrics	2-1	2-12		■				
3.	Validate Current Metrics Effectiveness	2-2	3-9		■				
4.	Identify Gaps In Current Measures/System	2-2	3-9		■				
5.	Recommend Categories/High Level Measures for Departments/Functions	3-9	3-23			■			
6.	Select High Level Measures For Each Grouping	3-15	3-30			■			
7.	Assess Across Various Groupings	4-1	4-15				■		
8.	Present Each Grouping’s High Level Measures	4-15	4-28					■	

Task	Task Description	Start Date	End Date	2004					
				Jan	Feb	Mar	Apr	May	Jun
9.									
10.	Present Final Report	5-1	5-15						

3.0 DELIVERABLES

Consultant will be responsible for the following deliverables. The delivery schedule of these deliverables will meet the end dates for each related task in the timeline.

- 3.1 A matrix, which highlights the departments and functions, the variety of administrative functions, and where they are now in practice.
- 3.2 A full accounting of the work performed with the administrative measures, since this is an area of special consideration.
- 3.3 Recommendations of categories of measures and high level measures for departments/functions.
- 3.4 The high level measures for each grouping.
- 3.5 The rationale and recommendations for the groupings.
- 3.6 A final report that will summarize the work performed, particularly at the group level. This report will include the outcomes of the criteria matrix and related rationale that led to the determination of the 'vital few'.
- 3.7 A final presentation of the recommendations for the high level, priority measures for each group.
- 3.8 A template for the ongoing monitoring and information distribution needs of the County.

CARLA CARTER & ASSOCIATES INC., 6036 E MOUNTAIN VIEW ROAD, SCOTTSDALE, AZ 85253

PRICING SHEET P089504/B0600823/NIGP91875

Terms:	NET 30
Federal Tax ID Number:	88-0282052
Vendor Number:	880282052
Telephone Number:	480/922-0043
Fax Number:	480/922-0180
Contact Person:	Carla Carter
E-mail Address:	CarlaCarter@ChangeExcellence.com
Company Web Site:	www.changeexcellence.com
Certificates of Insurance	Required
Contract Period:	To cover the period ending January 31, 2005 .